

Idaho Department of Correction

Strategic Plan FY07-FY11



Mission

Our mission is to protect the public.

We safely manage offenders,
provide opportunities for offenders to change, and successfully
return offenders to communities.

Vision

To develop an organization respected for its
professional integrity and ability to protect its communities, where each person
actively participates in offender accountability and readiness for change.

New in 2007

Organizational Direction

To fully implement a systems approach to evidence-based treatment,
supervision, and management of offenders.

Strategic Planning 2007

The Department of Correction's mission, vision and values have guided Department initiatives well since their development in October 2001. This year the Department recognizes that major progress was made on the goals outlined in the 2001 plan. During planning this spring, leadership noted those achievements and reinvigorated the plan with a new organizational direction focused on the future.

Celebrating success: Fiscal Year 2002-2006

In 2001, the Department committed to goals of promoting the professionalism of the Department, enhancing open and honest communication, initiating positive changes in offenders and the community and becoming a more fiscally responsible, quality driven organization. Efforts designed to enhance the Department's organizational professionalism remain as hallmarks, embedded in the culture of the department.

The results of the efforts to **enhance professionalism and create open and honest communication** are evident in several key surveys of external stakeholders.

- A legislative survey completed in 2003 indicated responding lawmakers overwhelmingly agreed the department had improved its credibility (88% approval*), had increased professionalism (80% approval*), and had been working effectively toward efficiencies (85% approval*). ** Those not approving were neutral.*
- Media surveys track similar results in increased openness and professionalism within the Department of Correction. In 2002, 40% of responding media felt informed about what was going at the Department. By 2005, 90% of the media felt informed. In 2002, 80% of Idaho media members surveyed rated the department as credible. All media members voting in 2005 rated the department as credible or very credible, and 20% recognized the Department with an extremely credible ranking.

Goals focused on **efficiency, quality and fiscal responsibility** also helped guide actions during the first five years under Director Beauclair's leadership. To become more efficient, the Department streamlined from five to two divisions. A focused effort to impact the prison population delayed sending inmates out of state by nearly a year. These efforts included adding beds in the Idaho system, expediting completion of the retained jurisdiction program to reduce the length of stay, an increased focus on alternative sanctions in community corrections, and soliciting support from partners in the Governor's Office, the Legislature and other criminal justice agencies.

Looking to the future: Fiscal Year 2007-2011

During strategic planning this year, the Department expanded the plan into new territory by creating an overarching Departmental Direction: **To fully implement a systems approach to evidence-based treatment, supervision, and management of offenders.**

Why a systems approach?

Corrections is a community issue. It is essential to create a system that includes collaboration, communication, cooperation and interconnection spanning from the community to prisons and back to communities. A true systems approach requires the Department foster an internal and external dialogue to address correctional issues. The Department recognizes the correctional process as a system that spans prisons walls and engages all community stakeholders. A systems approach is more complex, but engaging in collaboration is ultimately more effective and maximizes the impact of initiatives.

Why evidence-based practices?

Evidence-based practices are those practices proven by research to have the most impact and to be most effective. This phrase is often used to describe programs or treatment, but these practices can be translated into security, treatment, information technology and accounting.

The new goals: Fiscal Year 2007-2011

Department leadership developed the following goals to guide future efforts.

- 1. To fully develop and implement a visual systems model.**
- 2. To develop and implement a plan to accommodate and mitigate growth.**
- 3. To further enhance the professionalism and sustainability of the workforce.**
- 4. To fully implement and integrate a comprehensive information management system. (Correctional Integrated System or CIS)**

Goal 1: To fully develop and implement a systems model.

What it means:

The systems model is a visual method of illustrating and communicating the workings of an operational system. The model design will illustrate impact points within the correctional system and visualize the steps offenders must take to move successfully from prison to parole and release, or probation to release. Multiple layers of the model allow for flexibility in communicating various strategies to a multitude of stakeholders. The model describes a shared vision with staff and collaborating partners including the judicial and legislative systems, outside agencies, and communities and provides a road map for developing practices and procedures and planning for future growth.

How the goal helps Idaho:

The ultimate goal of the model is to establish a system that safely manages offenders, provides opportunities for offenders to change, and successfully returns offenders to their communities upon release. The model is a guide internally and externally to reduce offender risk at the most appropriate time to speed release from prison or parole, and to reduce the likelihood for offenders to commit new crimes. Utilizing evidence-based practices will lower the recidivism rate and result in cost avoidance over the long term.

Benchmark:

For FY2005, 66% of appropriate inmates* completed the incarcerated portion** of their case plans by their Parole Eligibility Date (PED). The long-term (FY2010) benchmark is an 85% completion rate for these offenders. The near-term benchmarks are to make progress from current rates towards the long-term benchmark in stages, by achieving a 70% rate in FY2007, a 75% rate in FY2008, and an 80% rate in FY2009.

**"Appropriate inmates" means incarcerated Term offenders (not retained jurisdiction or parole violators) who are on the first Term status for this sentence (excludes offenders with a previous parole on this sentence), who have at least one year of incarceration time from the start of their Term placement with IDOC prior to their PED, and who do not have a Life, Life with no parole, or Death sentence. Measurement data will include only offenders who reach their PED during the specific fiscal year being measured for the benchmark.

***"Incarcerated Portion" means the elements of the offender's case plan that are appropriate to be completed while incarcerated and prior to their PED, as indicated by the goal target date.

Influencing Factors:

- Some offenders refuse to participate in programming.
- Some offenders' classification, risk, or behaviors preclude them from completing their case plan program requirements prior to their PED.
- Some offenders will need programming that will take longer than the time allowed prior to their PED.
- Data capabilities and data entry issues challenge this benchmark. Full implementation of CIS, additional employee training, data entry auditing, and additional staffing at data entry points will improve the data used to measure this benchmark.

- The systems model implementation priorities and timelines have not yet been fully established.
- A consensus needs to be fully developed between the IDOC and the Parole Commission on appropriate case plan requirements and completions.
- An ongoing lack of community-based treatment may influence release results as offenders may be held in prison past their PED in order to complete programs that could possibly be completed in the community with adequate resources.
- Overcrowding and demands resulting from offender population growth.

Goal 2: To complete and implement a plan to accommodate and mitigate growth.

What it means:

The incarcerated offender population is anticipated to increase about 400 offenders per year over the next three years. The supervised offender population increase is anticipated to increase at about 875 probationers and parolees per year.

How the goal helps Idaho:

Housing Idaho prisoners in Idaho is ultimately more cost effective and facilitates community re-entry more effectively than sending inmates out of state. At the end of FY2006, 452 inmates were housed out of state at an annual cost of almost \$5,000,000. For 2010, the annual cost is anticipated to increase to almost \$40,000,000 (based on FY 2006 dollars).

Benchmark:

Present a plan to the Governor's Office that proposes avenues for mitigating and accommodating growth by May 1st of each fiscal year.

Influencing Factors:

- Capital Budget funding decisions and construction timelines.
- Population growth adjustments due to changes in annual forecasts.
- Changes in sentencing practices/statutes.
- Changes in community treatment availability.
- Incorporating new practices to reflect any advances in evidence-based research.
- Out-of-state housing conditions, availability, and cost factors.

Goal 3: To further enhance the professionalism and sustainability of the workforce.

What it means:

The Department is developing a comprehensive pay plan and a comprehensive career development plan. Recruitment and retention will be focused both at the local sites and at the administrative level with performance measures and accountability factors specific to each work location.

How the goal helps Idaho:

This will impact the Department's ability to retain experienced employees and recruit employees that best fit Department needs. A more stable, more experienced work force will enhance safety in facilities and the community.

Benchmark:

Increase retention by 2% a year in 2007 and 2008 and by 1% in 2009 and 2010.

Influencing Factors:

- A robust growing economy offers opportunities for more lucrative career options outside a corrections environment.
- The nature of correctional facility work requires that staff perform shift work and cover holiday schedules. This can have a negative impact on retention.
- Additional staffing needs associated with growth.
- Specialized skills difficult to match in the employment market.

Goal 4: To fully implement and integrate a comprehensive information management system.

(Correctional Integrated System or CIS)

What it means: Some of the most important information monitored by the Department to ensure public safety is gathered on individual computers statewide and must be sent in paper files from location to location. Connecting all information available about offenders and programs in an integrated system will be a reality when CIS is fully implemented. The connectivity, internally and externally, will allow for better management of offenders, quality tracking of programs and facility management. CIS is the glue that connects all information to allow a systems approach to management of offenders. The new technology allows for the collection and tracking of data related to gang affiliations, security concerns, alerts on offenders, program and case plan progress. The Department is currently standardizing all processes statewide to prepare for the transition to a more integrated system. CIS will be "key" to the approach of Evidence Based Practices, Association of State Correctional Administrators & Idaho performance measures, sharing information with other entities, and a total quality organization.

How it helps Idaho: CIS provides a robust system that monitors offender progress. CIS will help guide decisions based on real-time information. It enhances safety by electronically placing the most important information on the screen in the form of visual alerts. It utilizes the Department's current web-based technology to connect information statewide internally and provides the ability to connect to key community safety stakeholders externally.

Benchmark: To fully implement the Correctional Integrated System (CIS) by July 2010 to provide real time offender management information. Benchmarks include funding the program by July 2007. Implementing core program elements by July 2008 and implementing the medical module by July 2010.

Influencing Factors:

- Ability to hire a consultant or web programmers to support the system.
- Length of time it will truly take to train all 1500 plus employees with the limited training staff.
- Completion of Standard Operating Procedures and all other documents related to CIS.
- Hiring Quality Analysts to monitor and provide ongoing training to staff.
- Funding and resources.

Organizational Direction

To fully implement a systems approach to evidence-based treatment, supervision, and management of offenders.

Goal 1

To fully develop and implement a systems model.

Objective	Performance Measures	Action Plan	Driver	Completion Date	Budget
1. a. Identify the model priorities and facility usage.	Obtain approval and consensus	*Provide info to other work groups. *Redefine or clarify staff roles & responsibilities. *Ensure compatibility with effective security practices.	Rod Leonard	Phase 1: Model July 1, 2006 Develop Site Plans based on model: October 1, 2006	
1. b. Identify programs and processes needed to implement the systems model and to ensure we are implementing programs based on evidence-based practices.	Number of programs implemented based on evidence-based practices.	Assess and implement core program continuum.	Steve Nelson	Work group action plan: July 1, 2006	

Goal 1**To fully develop and implement a systems model.**

Objective	Performance Measures	Action Plan	Driver	Completion Date	Budget
1. c. Identify and implement security and safety systems within prisons and community corrections that support evidence based practices.	Audits created Audits performed	Develop work group. Develop audits	Greg Schwartz	Work group launched: July 31, 2006	
	Management analysis	Develop performance measures. Develop site specific monthly management analysis	Teresa Jones	September 1, 2006	
1. d. Develop training and communications methodology.	Completed training plan. Completed SOP's.	Define training curriculum, identify who should be trained, coordinate and complete training.	Bill Larson	Training plan statewide created: Sept 1, 2006	
		Prioritize and complete SOP's.	Lorenzo Washington	Initial SOP review: July 1, 2006	

Goal 2**To complete and implement a plan to accommodate and mitigate growth.**

Objective	Performance Measures	Action Plan	Driver	Completion Date	Budget
2. a. Develop population forecast by offender type (placement)	Forecast by type	Convert forecast	Rod Leonard	August 31 Monthly thereafter	No
2. b. Complete Facility assessment	Completed assessment	Contract assessment process	Pat Donaldson (Capital planning team)	RFP Issued: July 2006 Assessment Complete: September 2007	Approved \$400,000
2. c. Develop master plan		Acquire funding for a master plan	Pat Donaldson	Submit in Capital Budget request	
	Master plan completed	Contract master plan process	Pat Donaldson	Subject to funding approval	Capital Budget \$500,000
2.D. Develop Growth Accommodation Mitigation Plan	Complete Plan	Develop Mitigation options	Rod Leonard	May 1 each year	

Goal 3**To further enhance the professionalism and sustainability of the workforce.**

Objective	Performance Measures	Action Plan	Driver	Completion Date	Budget
3.a. Develop and implement a Comprehensive Pay Plan (CPP)	Review and implement plan	Identify and implement pay that compensates all staff	Gary Charland	January 15, 2007	
	Completed & implemented policy	Develop bonus procedure and place in policy	Lynn Evenson	December 15, 2006	
3.b. Develop and implement a Career Development Plan (CDP)	Completed & implemented plan	Identify & implement career development stages/levels for all staff	Terri Tomisser	June 15, 2007	
3.c. Develop and implement a Recruitment and Retention Plan (RRP)	Completed & implemented plan	Identify desired characteristics and qualifications for position and target a marketing strategy for recruitment.	Bert Hartz	March 15, 2007	
	Improve targeted recruitment	Create marketing strategy for recruitment.			
	Retention plan for each site Reduced turn-over	Outline requirements for worksite recruiting & retention programs	Bert Hartz	December 31, 2006	

Goal 4**To fully implement and integrate a comprehensive information management system.****Correctional Integrated System (CIS)**

Objective	Performance Measures	Action Plan	Driver	Completion Date	Budget
4.a. Develop and implement a CIS marketing plan for all internal and external stakeholders.	# of stakeholders spoken to	One-on-one communication	Susan Fujinaga	List of names: July 1, 2006 Comm. Plan: July 30, 2006	Travel expense, materials
4.b. Standardize all IDOC documents for consistency and efficiency.	Completed list	Review SOPs and all documents.	Renz Washington	Priority list completed Sept. 1, 2006	None
	Audit for consistency of data (internal and with ASCA)	Review and incorporate ASCA standards.	Michella Reitcheck	Training: June 15, 2006 Audit developed:	Travel and train the trainer funds
4.c. Develop consistent CIS training plan department-wide.	Complete EZ-Guide for all modules in CIS	Continue development of EZ-Guides	Debbie Weedon	Sept 2006 (55% complete)	Interns
	Complete computer-based training is on e-doc	Continue development of the computer based training	Debbie Weedon	December 2006 (30% complete)	
	Prison & District plans complete	Develop site-specific training plan for CIS	Debbie Weedon	Proposal: March 2007 Implementation: May 2007	